



An Interactive Workshop Designed to Bridge the Generational Divide in the Workplace and Maximize Employee Productivity

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**EXAMINING THE EFFECTS OF
GENERATIONS**

**Am I the only one who can't
understand today's
generation?**





Generation Z: Millennials

- Why am I here?
- What will I learn?
- How will this session help me in my position in my current field?
- What will be expected of me as a next step?



Today you will...

- Learn the characteristics of the four generations currently in the workplace
- Identify your own strengths and weaknesses in the face of "truths and myths" about each of the four generations
- Improve your power to communicate and successfully influence others through understanding motivation techniques in cross-generational communications
- Identify strategies on how to navigate organizational culture driven from a generational perspective to improve negotiating skills as well as team productivity



- Workshop developed through 3 years of academic, sociological research – books, periodicals, professional journals
- Delivered workshop to 1300 participants in four federal agencies and three professional organizations
- Addressed the 2007 Federal Managers' Association National Conference
- **Addressed the Secretary's Senior Staff in March 2007**
- Exploring program office rollout within NNSA
- In the summer/fall of 2007 have been invited to present to senior staff at USDA, Coast Guard, and the Peace Corps



To Begin...

"...The children now love luxury. They have bad manners, contempt for authority, they show disrespect for adults and love to talk rather than work or exercise. They no longer rise when adults enter the room. They contradict their parents, chatter in front of company, gobble down their food at the table and intimidate their teachers..."

Socrates 5th Century B.C.



IDENTIFY THE NUMBER OF SQUARES



"WE DON'T SEE THINGS AS THEY ARE...
WE SEE THINGS AS WE ARE."



Left Brain

- Logical
- Sequential
- Rational
- Analytical
- Objective
- Looks at the parts

Right Brain

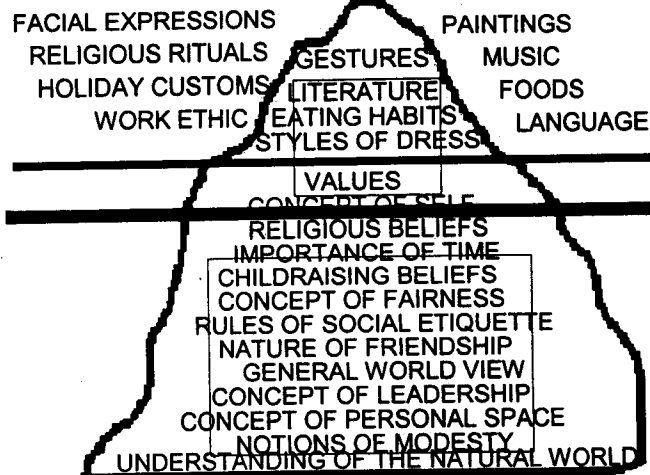


- Random
- Intuitive
- Holistic
- Synthesizing
- Subjective
- Looks at the whole



International Communication

Only 10-15% of an iceberg is visible to the naked eye





Getting the Stage

"...Our youngest leaders matured in the glow of computer screens; our oldest in the shadow of the Depression and World War II..."

Bennis & Thomas 2002



WHO ARE WE TALKING ABOUT

Generation as a Paradigm

Veterans/Traditionalists

Baby Boomers

Generation X

Generation Y *27 years + younger*



THE VETERANS/TRADITIONALISTS- 1922 TO 1944

- Like consistency and uniformity
- Conformers to traditional roles and hierarchies
- Disciplined and value a self-denial work ethic
- Past oriented and history absorbed
- Have faith in organizations and leaders
- Conservative spending style

CORE VALUES

- | | |
|-------------------------|------------------------|
| - DEDICATION/SACRIFICE | - HARD WORK |
| - CONFORMITY | - LAW AND ORDER |
| - RESPECT FOR AUTHORITY | - DUTY BEFORE PLEASURE |
| - PATIENCE | - HONOR |



- Make time for personal interactions
- Demonstrate respect for history and tradition
- Embrace hallmarks of family values and good manners
- Be linear and logical emphasizing relevant facts
- Create opportunities to socialize, particularly between assignments
- Honor hard work with formal recognition



GENERATION X - 1965 TO 1980

THE BABY BOOMERS - 1945 TO 1964

- Believe in growth and expansion
- Value self-fulfillment and pursue own personal gratification
- Question traditional roles
- Question authority, but desire to hold higher ranks
- Big trendsetters, continuously morphing - hippies, yuppies, graying of the workforce - a lot of media focus -
- In school and at home learned about teamwork

CORE VALUES

- | | |
|--------------------------|-----------------------|
| - OPTIMISM | - TEAM ORIENTATION |
| - PERSONAL GRATIFICATION | - HEALTH AND WELLNESS |
| - PERSONAL GROWTH | - YOUTH |
| - WORK | - INVOLVEMENT |



GENERATION X - 1965 TO 1980

- Ask for their input and expertise
- Allow them avenues to build consensus
- Give them public recognition and awards for their work
- Provide them perks in line with their professional status
- Place them in charge of projects that build name recognition and demonstrate their leadership savvy



GENERATION X - 1965 TO 1979

- Self-reliant
- Seeking sense of family
- Nontraditional orientation about time and space
- Technologically savvy - have effectively dealt with what others think is information overload
- Approach to authority is casual
- Value flexibility and risk taking - see change as normal and desirable
- Survival instinct - loyalty is situational

CORE VALUES

- | | |
|------------------|---------------------|
| - DIVERSITY | - FUN |
| - INFORMALITY | - THINKING GLOBALLY |
| - BALANCE | - SELF-RELIANCE |
| - TECHNOLITERACY | - PRAGMATISM |

*Forgot to
Generation*



- Allow them to prioritize projects as they see fit
- Offer regular feedback (constructive and critical)
- Encourage the pursuit of interests outside of work
- Create opportunities for fun at work
- Utilize the latest computer technology
- Provide perks as requested



GENERATION Y/NEXTERS

GENERATION Y/NEXTERS- 1980 TO 2000

- Excited about working in teams
- Few feel supervising is an important career step
- Feel most important criteria for work is getting along with a widely diverse group
- High values on helping others
- Conservative of traditions like marriage and family

CURRENT CORE VALUES

- | | |
|---------------|-----------------|
| - OPTIMISM | - SOCIABILITY |
| - CIVIC DUTY | - MORALITY |
| - CONFIDENCE | - STREET SMARTS |
| - ACHIEVEMENT | - DIVERSITY |



EMPOWERING GEN Y/NEXTERS

- Demonstrate leadership and coaching skills
- Create opportunities that encourage working with friends
- Recognize and support personal goals
- Respect their personal achievements and emerging professional credibility
- Build working relationships that are collaborative in nature
- Be flexible about their work schedules and assignments



QUESTIONS TO ASK YOURSELF

– **Gamers at Work:**

- Strive for excellence and believe winning matters
- Believe in learning by “trial and error”
- Value heroism and making a difference

– **Games have taught this generation:**

- You are the star
- You are the boss
- You are the customer
- You are an expert
- You need the help of others to succeed

The mind of a gamer is mapped in a way where they naturally think of all sides to an issue



QUESTIONS TO ASK YOURSELF

In the Workplace...

- Which generation are you a part of (Traditionalist, Baby Boomer, Generation X, Millennial, or Cusper)?
- Which generation is most dominant in your workplace?
- Where is your organization the most generationally unbalanced?
- How does this create problems or opportunities?
- Where/how do the generations collide most often where you work (recruiting, retention, communication, rewards, training, work ethic, loyalty, favoritism)?
- What is the best way to bring the generations together at work?
- Do you ever experience gaps with your own generation?
- Where do you see the positives of a multigenerational culture where you work?
- What do you most wish the other generations could appreciate about your generation?
- Which generation do you admire, and why?
- How have you successfully bridged a generation gap?
- What bothers you about other generations and your own generation, and are you doing anything to change that?



<u>Generation</u>	<u>Born</u>	<u>Number in Cohort</u>	<u>Factoid</u>	<u>Misc</u>
Traditionalist	1922 – 1944	75 million	Loyal	History-Absorbed
Baby Boomers	1945 – 1964	80 million	Competitive	Trend Setters
X	1965 – 1979	46 million	Self-reliant	Skeptical
Y	1980 – 2000	76 million	Technology	Terrorism



DOE Demographics

- Average age = 49
- Average age for STEM occupations = 49.8
- Average Salary = \$65,000 (~ GS-12.5)
- Age gap: 9.6% of DOE workforce under the age of 35
- Women make up 29% of GS-14/ GS-15 workforce (26% in 2002)
- Hispanics make up 6.6% of workforce (6.14% in 2002)

Attrition

- FY06: 8.8%
- FY05: 7.8%

* Data from DOEINFO – Feb 7, 2007

Private Sector Demographics

- Average age = 40
- Median age for STEM occupations = 41
- Average Salary = \$41,000
- Age gap: 39% of workforce under the age of 35
- Hispanics make up 14.4% of workforce (12.2% in 2002)

Attrition

- FY06: 12%

* Data from Bureau of Labor Statistics/US Census/SHRM



A Look at Intel vs. DOE

Intel

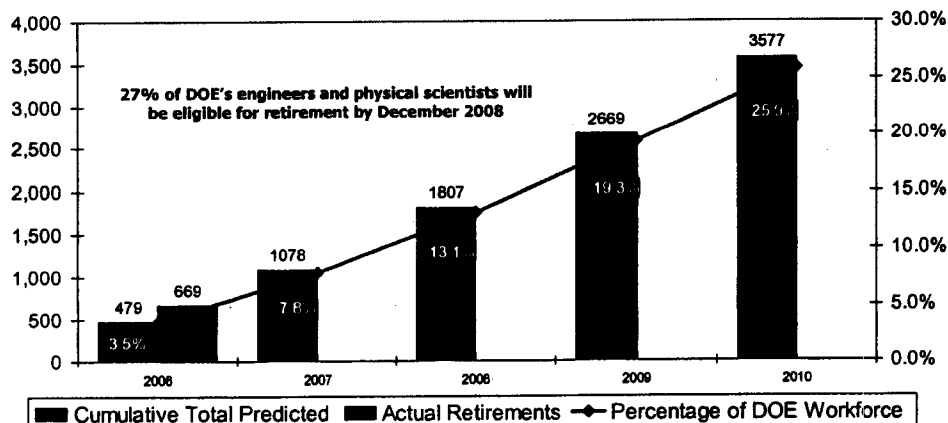
- 40% of hires referred by employees
- Average age of US Intel employee = 39
- 40% of Intel population has under five years at Intel.
- 55% of Intel population has between 5 to 20 years at Intel.
- 4.7% of Intel population has over 20 years at Intel.
- 4,400 Intel employees took a sabbatical in 2005.

DOE

- No accessible measure in DOE
- Average age of DOE employee = 49
- 12% of DOE population has under five years.
- 42% of DOE population has between 5 to 20 years.
- 46% of DOE population has over 20 years of service.
- No accessible measure in government



Retirement Projections



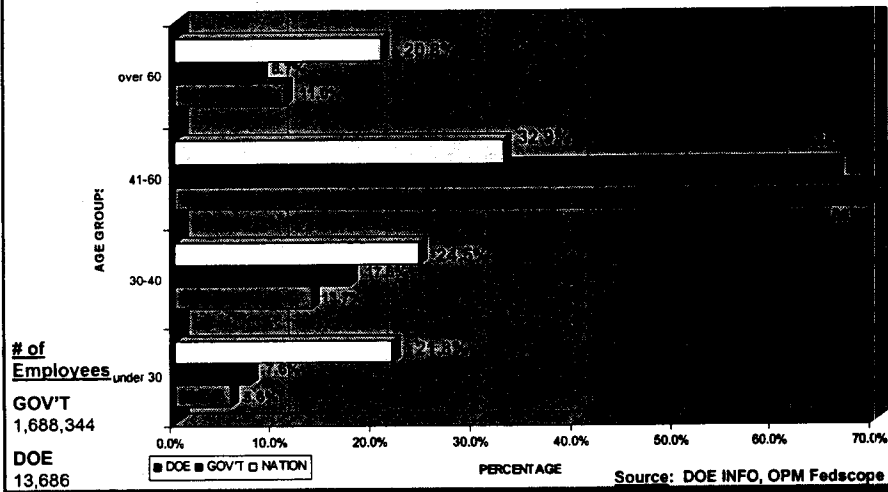
Retirement Predictions Based on Trends:

- CSRS - 60.26 Years of Age with 33.7 Years of Service
- FERS - 63.13 Years of Age with 21.58 Years of Service
- CSRS (Spec) - 53.61 Years of Age with 30.34 Years of Service



DOE VS. GOVERNMENT DEMOGRAPHICS

FY 2006 GENERATIONAL PROPORTIONS DOE VS. GOV'T



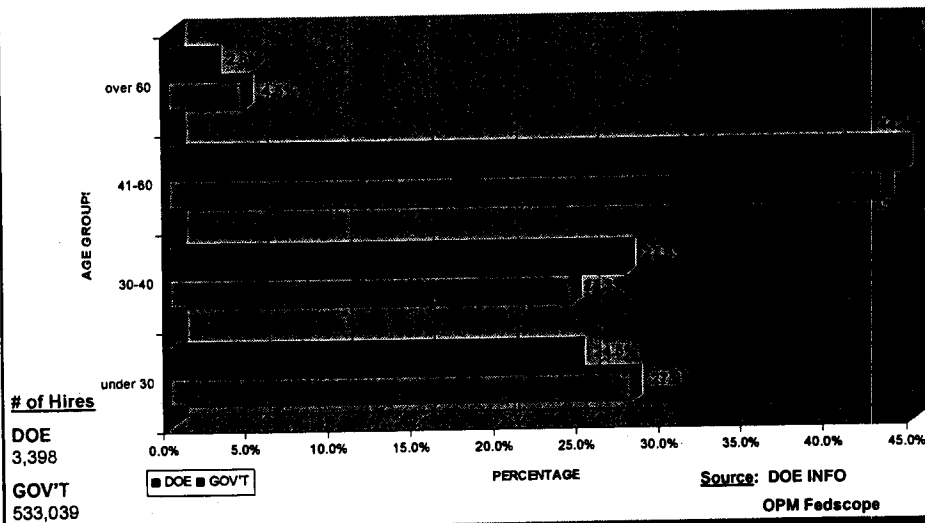
DOE NEW HIRES FY 2003-2006





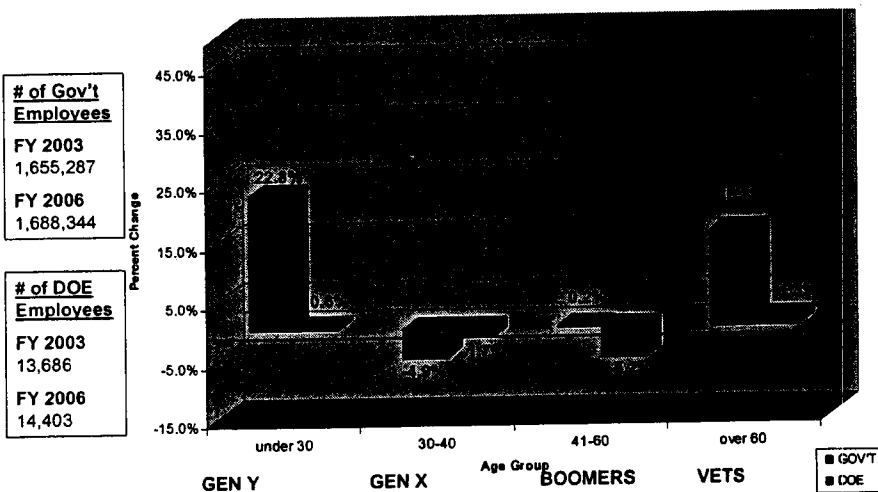
DOE VS. GOVERNMENT DEMOGRAPHICS

DOE VS GOV'T HIRES FY 2003 TO 2006



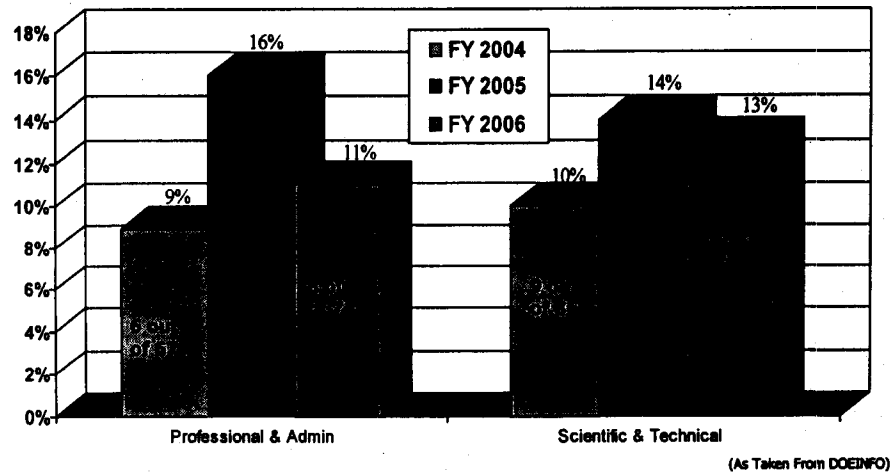
DOE VS GOV'T DEMOGRAPHICS

PERCENT CHANGE IN GENERATION GROUPS IN THE FED. WORKFORCE (FY 2003 V. 2006)





Total Entry Level Hires: FY04 – FY06
(For Series Indicated - GS-9 and below)



How the generations are viewed...

- 24% of Traditionalists, 30% of Baby Boomers, and more than 60% of Xers said their generation is not viewed positively by the other generations.

Employees are dissatisfied...

- One-third of Gen Xers said that for them to stay another two years in their job either "hell would have to freeze over" or "there would have to be major changes made."
- 43% of Boomers said they lack opportunities to be mentored where they work, and, 30% of Boomers said that not having a mentor contributes to their job dissatisfaction.

Source: When Generations Collide by Lynne Lancaster and David Stillman, 2001



When Generations Collide: Feedback

Feedback is challenging...

- 90% of Xers said they want feedback immediately or within a few days, but almost 30% of Xers said they receive their phone bill more often than they get relevant feedback!

Loyalties are different...

- 40% of Xers said having a mentor directly influenced their decision to stay at their current company.
- 70% of Traditionalists said that a "lifetime career" with one company was a good goal, while only 35% of Boomers and a mere 17% of Generation Xers agreed.

Training is an issue...

- When asked, "Have you ever left a job because of a lack of training opportunities?" only 3% of Traditionalists said "yes" compared to 15% of Boomers and 30% of Xers!

Source: When Generations Collide by Lynne Lancaster and David Stillman, 2001



When Generations Collide: Feedback

When Generations Collide: Feedback

VETERANS

No news is
good news

BOOMERS

Once a year with
a lot of
documentation

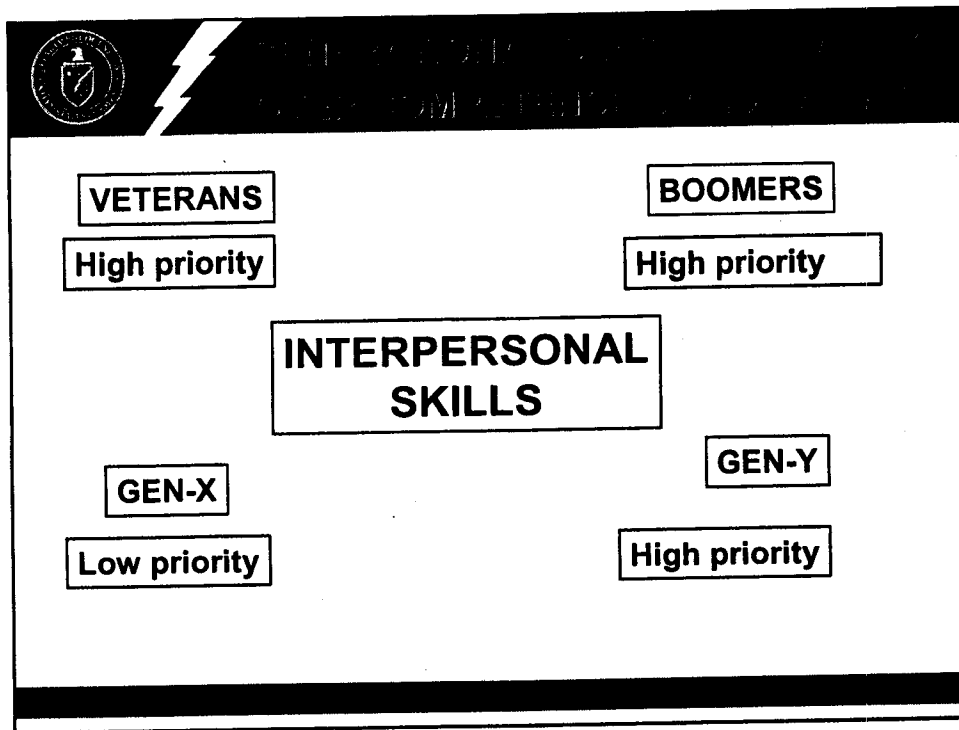
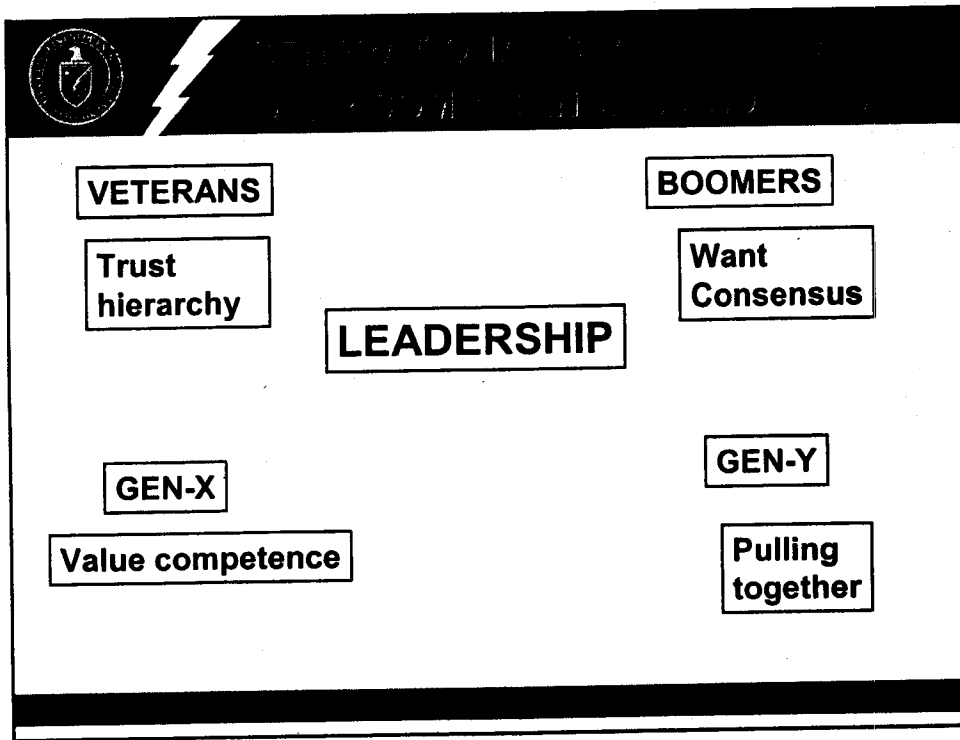
FEEDBACK

GEN-X

Sorry to interrupt, but
how am I doing?

GEN-Y

Feedback is
available at the
push of a button





WHICH GENERATION DOES YOUR ORGANIZATION RESEMBLE MOST?

VETERANS

See no point

BOOMERS

See the point

**POLITICAL
SAVVY/BROKERING**

GEN-X

See no point

GEN-Y

See no point



WHAT VALUES DRIVE YOUR ORGANIZATION

Generational Culture Lenses Focus on Organizational Dynamics

Generation Y - - "Hurry and Achieve"

Generation X - - "I Can Do That"

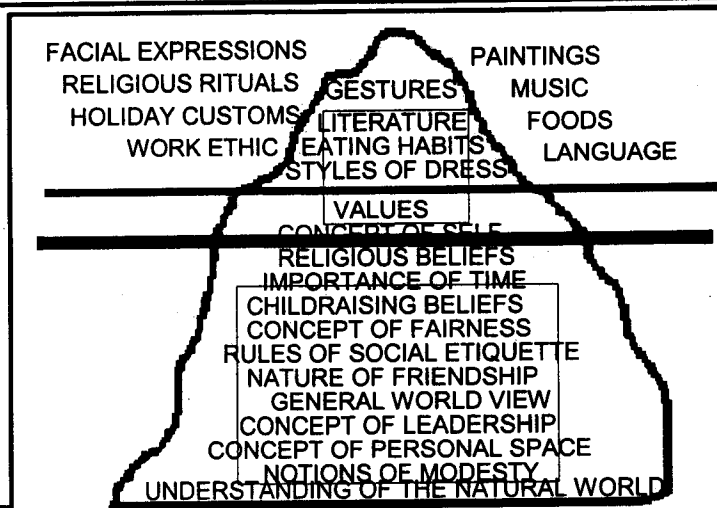
Baby Boomers - - "Work Ethic = Worth Ethic"

Traditionals/Vets - - "Honest pay for honest work"



ICEBERG ANALOGY

Only 10-15% of an iceberg is visible to the naked eye



NEXT STEPS

- Reflect on this presentation and identify your generational preferences
- Observe the “generational make-up” of your office/team – understand your “organizational culture” by building generational competence
 - Identify policy barriers and make changes (i.e. training, performance appraisals, marketing techniques, exit interviews)
- Commit to actions you can take to act corporately in recruiting and retaining the generations
 - Senior Management and Budget Support
 - Workforce Planning
 - One Portal
 - Program Evaluation Metrics to track Success
- Set up success measures and track your progress. Reward yourself when you experience success and reevaluate your efforts when they don't meet the mark



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